**KING COUNTY INFORMATION TECHNOLOGY**

**TRANSITION PLANNING ORIENTATION**


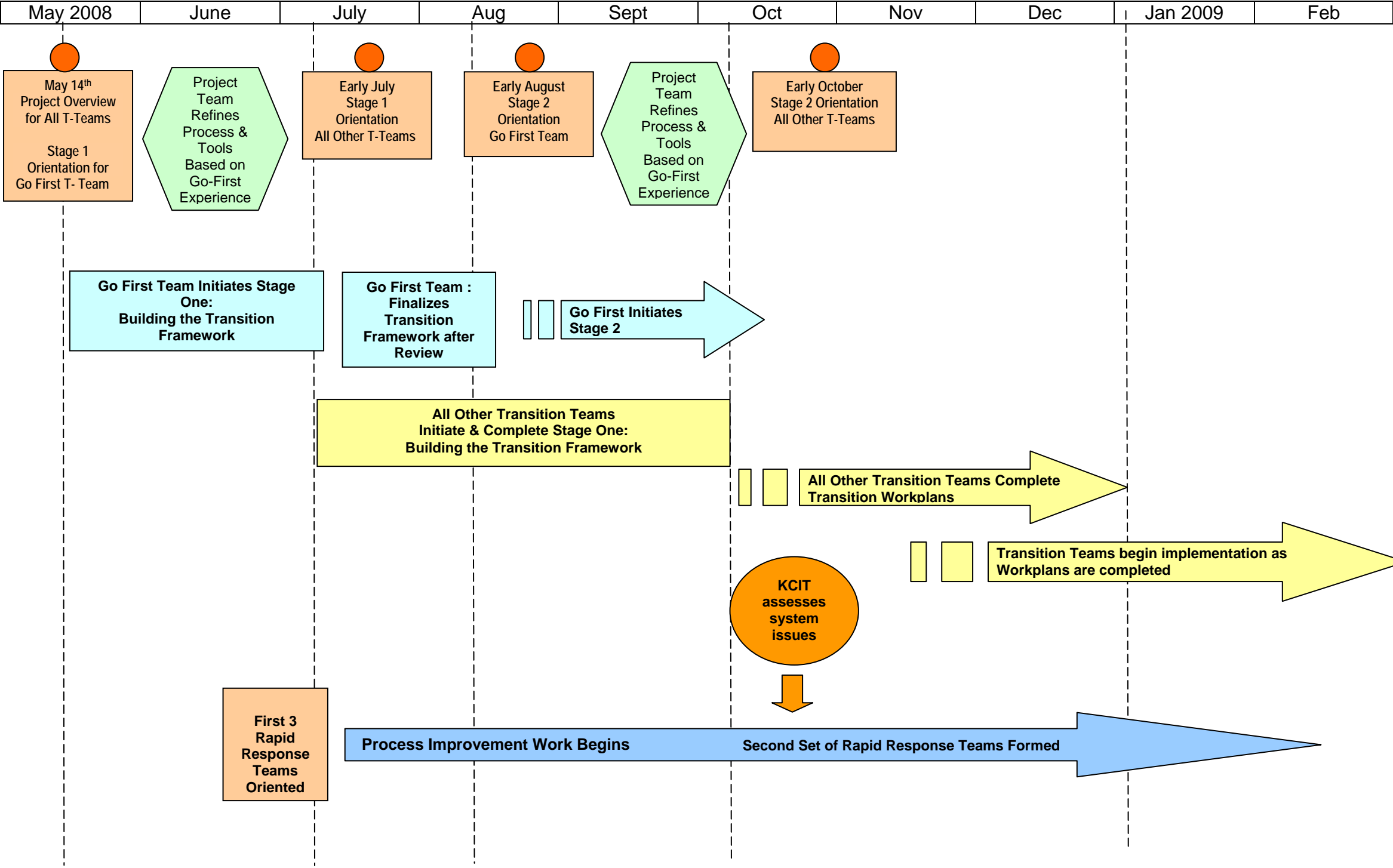**May 14, 2008**

**9:00 to 10:30 am**
**King County Admin. Bldg. – 7th Floor Assessor's Conference Room**


**A G E N D A**



| 9:00 | Welcome, Overview and Introductions | David Martinez<br>Patti Cole-Tindall |
| 9:15 | Transition Planning and Implementation –<br>Stages and Steps | Patti Cole-Tindall<br>Ursula Roosen-Runge |
| 9:50 | Department Transition Teams Meet<br>- Questions and Answers | Cheryn Weiser |
| 10:20 | What to expect from here? | Patti Cole-Tindall |
| 10:30 | Close Orientation Session | |

# Transition Planning Overview

| May 2008 | June | July | Aug | Sept | Oct | Nov | Dec | Jan 2009 | Feb |
|---|---|---|---|---|---|---|---|---|---|

**May 14th Project Overview for All T-Teams**

**Stage 1 Orientation for Go First T-Team**

Project Team Refines Process & Tools Based on Go-First Experience

**Early July Stage 1 Orientation All Other T-Teams**

**Early August Stage 2 Orientation Go First Team**

Project Team Refines Process & Tools Based on Go-First Experience

**Early October Stage 2 Orientation All Other T-Teams**

**Go First Team Initiates Stage One: Building the Transition Framework**

**Go First Team : Finalizes Transition Framework after Review**

**Go First Initiates Stage 2**

**All Other Transition Teams Initiate & Complete Stage One: Building the Transition Framework**

**All Other Transition Teams Complete Transition Workplans**

**Transition Teams begin implementation as Workplans are completed**

**KCIT assesses system issues**

**First 3 Rapid Response Teams Oriented**

**Process Improvement Work Begins**          **Second Set of Rapid Response Teams Formed**

# KCIT Reorganization Project
## Transition Planning Work Plan –ADD REVIEWS

Department ___ALL_____
Transition Team Members:

### Stage One:  Building the Transition Framework
Purpose: Develop department-level IT organizational structure that aligns to recommended Department X model, assess potential impacts of new department structure, and identify critical issues which must be addressed for a successful re-organization.

| | Target End Date | Actual Start Date | Actual End Date | Done |
|---|---|---|---|---|
| Attend Transition Framework Orientation/Training | 6/18 | | | ☐ |
| Work Product 1:  Update Current Status<br>*Document current structure and staffing* | 7/9 | | | ☐ |
| Work Product 2:  Develop Department-Level IT Structure<br>*Create a department-level IT organization structure that aligns to the "Department X" model.* | 8/5 | | | ☐ |
| Work Product 3:  Identify Critical Matrix Relationships<br>*Identify and assess cross-functional and cross-departmental working relationships needed for success.* | 8/5 | | | ☐ |
| Work Product 4:  Identify Critical Transition Issues<br>*a. Assess impact of new structure on all positions and classifications. Compare current positions to those needed in new structure and summarize specific labor related issues.*<br>*b.  Identify/describe other department-level issues which must be addressed for a successful re-organization.*<br>*c. Define critical success factors – what needs to be in place in the Department for a successful Departmental transition.*<br>*d.  Identify/describe other KCIT-level issues which must be addressed for a successful reorganization.* | 9/10 | | | ☐ |
| Work Product 5:  Review/Approval of Stage One Products and Revisions as needed. | 9/30 | | | ☐ |

## Stage Two:  Detailed Transition Plan and Implementation
Purpose:  Initiate a department-level IT transition strategy which addresses the critical issues and moves towards the structure identified in Stage 1 in a phased and coordinated approach, which integrates with transition occurring KCIT - wide.

| | Target End Date | Actual Start Date | Actual End Date | Done |
|---|---|---|---|---|
| Attend Orientation/Training | | | | ☐ |
| Work Product #1:  Develop Work Plan including: <br>    *a. Strategies to address critical issues including staffing and critical success factors.* <br>    *b. Strategies to develop the identified matrix relationships* <br>    *c. Resource needs* <br>    *d. Timeline and Phasing with progress milestones identified* <br>    *e.  Accountable persons and persons to be involved or informed* <br>    *f. Implementation success – how the new organization will operate when the transition is completed* | | | | ☐ |
| Work Product #2  Develop and Implement Department-level Transition Communication Plan <br>    *Identify how department-specific communications will be carried out, and how they will align with KCIT-wide communications.* | | | | ☐ |
| Work Product #3 Review/Approval of Stage Two Transition Work Plan and Revisions as needed | | | | |
| **BEGIN IMPLEMENTATION OF WORKPLAN** | | | | |
| Work Product #4 Monitoring of Implementation <br>    *Provide regular periodic updates about barriers, successes, and achievement of progress milestones to Reorganization Steering Committee.* | | | | ☐ |

# KCIT Reorganization
## Overview of Transition Planning
## Review and Approval Process

## People Key

○ = Steering Committee

○ = JLMIT

○ = Department Director

○ = CIO

## Task Key

+ = Approve or request changes

□ = Review and comment

## Components to be Reviewed

**Stage One:  Transition Framework**:
⇒ Work Products 2 and 3 , Structure and Matrix reviewed concurrently

⇒ Work Product 4 – Transition Issues

⇒ Work Product 5 – reflecting any needed revisions to prior work

**Stage Two: Transition Work Plan**
⇒ Work  Product 1 – Transition Work Plan

⇒ Work Product 3 – Revisions to Work Plan as needed

⇒ Work Product 4 – Periodic Updates about Implementation

## Review and Approval Process

*Initial review*          *Final review*
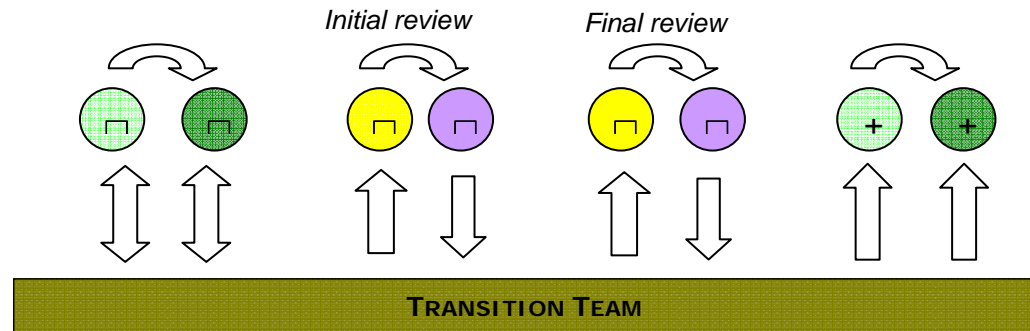
**TRANSITION TEAM**

**Notes**:
*The Project Managers are an integral part of each Transition Team and will be providing ongoing guidance during the process.*

*The review process is iterative and may require more steps than shown here if resolution and approval is difficult to achieve.*

# KEY ROLES AND DECISIONS

| Individual or Group | Role | Key Decisions |
|---|---|---|
| CIO | • Final decision-maker | • Systems issues that need to be addressed in advance of or during the transition implementation<br>• Final department structure<br>• Department transition plans |
| Dept. Directors | • Final Department decision-maker | • Current status assessment<br>• Recommended structure<br>• Transition strategy<br>• Transition plan |
| Steering Committee | • Advise Project Staff<br>• Make recommendations to the CIO regarding system wide issues arising from assessments and transition plans | • System view of impact assessments<br>• Strategies that address system issues identified during the transition planning process<br>• System wide view of transition implementation issues based on transition plans |
| Program Managers | • Direct and manage overall transition planning effort<br>• Advise transition teams. | • Schedule and work plan for IT Reorganization Project<br>• Consult with and give feedback regarding assessment and transition plan details<br>• Resource allocation within transition planning<br>• Communication plan implementation<br>• Day to day operational issues |
| JLMIT | • Advise KCIT about labor/management issues | • Identify and raise mandatory subjects of bargaining or subjects which would require effects bargaining. |
| Department Transition Team | • Develop individual department transition plans<br>• Monitor transition implementation | • Impact assessment for the department.<br>• Recommended department structure and staffing<br>• Matrix relationships<br>• Key transition issues |

# DEPARTMENT TRANSITION TEAM CHARTER

Charge/Desired Outcome:

The Transition Team is charged with the development of a transition plan for the reorganization of IT functions.  The Team will address all elements of the transition plan until their plan has received final approval from the Department Director and the CIO.  Upon final approval, the Transition Team will provide oversight for the successful implementation of the transition plan.

Composition:

Core Team:
- ITSDM (Chair)
- HRSDM
- Deputy Director
- KCIT HRSDM
- SLR (Resource)

Extended Team
The Core Team will identify ways in which IT Management and IT Staff can meaningfully participate in the transition planning process.  In addition, resource people will be invited to participate as planning needs direct.  (Patti and Chris – we need additional wording here.)

Role:

To serve as the design, development and implementation team for the reorganization of IT functions within each of the 7 King County Executive Branch Departments and Enterprise IT.

Responsibilities:

- Carry out an impact assessment of moving from the current state to the desired state.
- Identify key issues facing the department on the basis of the impact assessment.
- Develop a detailed transition plan that will achieve the recommended structure.
- Identify and refer systems issues to the program managers and Steering Committee so that they can be appropriately dealt with at a system level.
- Identify and refer labor and management issues to the program managers and JLMIT so that they can be addressed in the context of KCIT as a whole.
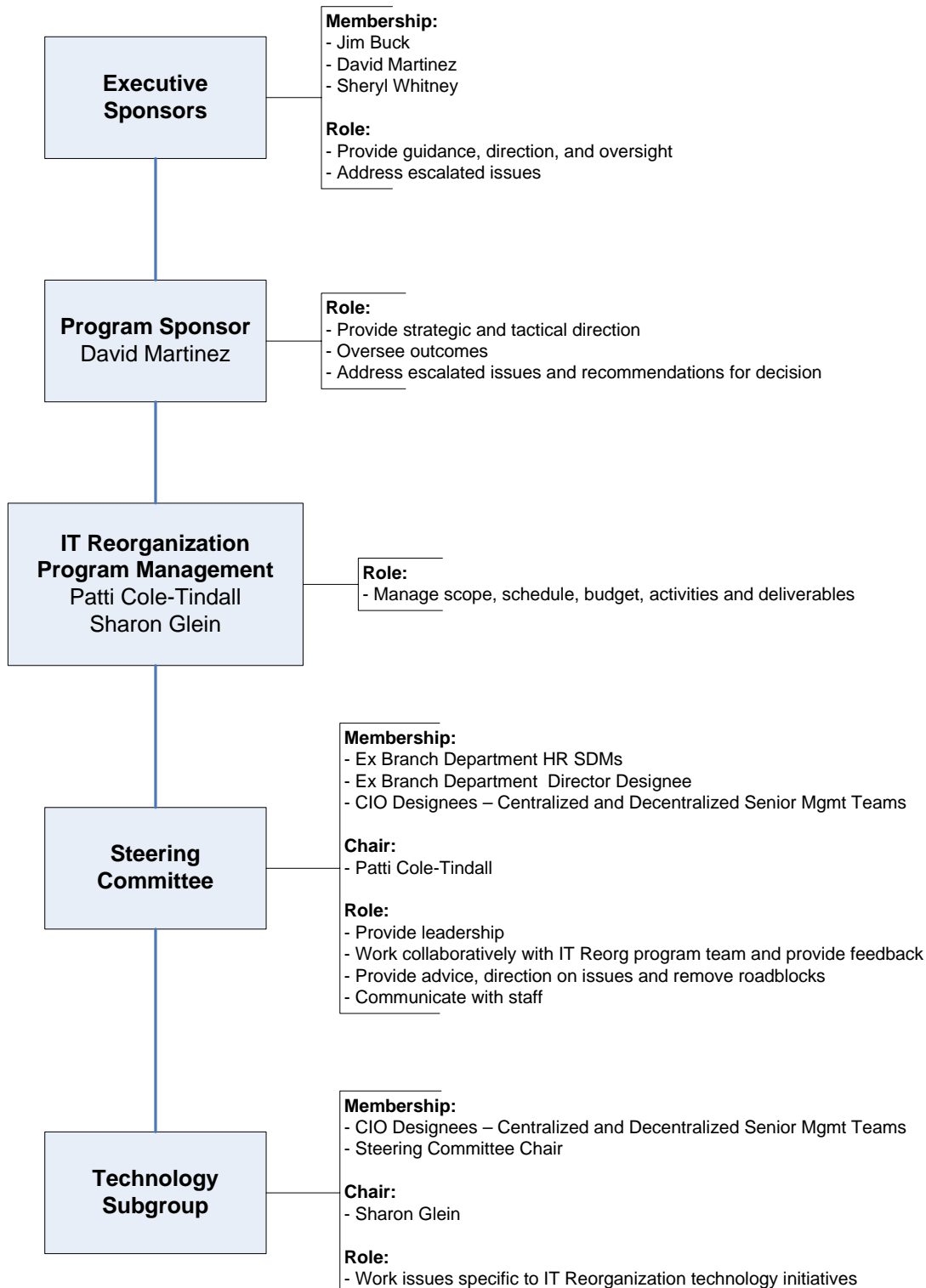- Implement and monitor transition plan.

Key Target Dates:

Key dates will be confirmed after the Go First Team has completed Stage 1.

5-12-08

**GROUND RULES FOR TRANSITION TEAMS\***

➢ Contribute your unique perspective.

➢ Use 'I' statements.

➢ Listen to each other.

➢ Check out your assumptions. Make a real effort to suspend judgment and be open to the possibilities.

➢ Encourage dialogue; invite diverse perspectives by asking questions and seeking clarification.

➢ Use our time wisely.  Stay focused on the desired outcomes of the meeting.

➢ Deal directly – raise issues in the group so that the group can work them.

➢ The conversations and working products of the Transition Team are confidential until the group, as a whole, determines that a product is complete and ready for review.

\* These ground rules are intended to serve as a 'starter' set to be further shaped by the individual Transition Teams.

# IT Reorganization Program Governance Structure

**Executive Sponsors**

**Membership:**
- Jim Buck
- David Martinez
- Sheryl Whitney

**Role:**
- Provide guidance, direction, and oversight
- Address escalated issues

**Program Sponsor**
David Martinez

**Role:**
- Provide strategic and tactical direction
- Oversee outcomes
- Address escalated issues and recommendations for decision

**IT Reorganization Program Management**
Patti Cole-Tindall
Sharon Glein

**Role:**
- Manage scope, schedule, budget, activities and deliverables

**Steering Committee**

**Membership:**
- Ex Branch Department HR SDMs
- Ex Branch Department Director Designee
- CIO Designees – Centralized and Decentralized Senior Mgmt Teams

**Chair:**
- Patti Cole-Tindall

**Role:**
- Provide leadership
- Work collaboratively with IT Reorg program team and provide feedback
- Provide advice, direction on issues and remove roadblocks
- Communicate with staff

**Technology Subgroup**

**Membership:**
- CIO Designees – Centralized and Decentralized Senior Mgmt Teams
- Steering Committee Chair

**Chair:**
- Sharon Glein

**Role:**
- Work issues specific to IT Reorganization technology initiatives

## Steering Committee Charter

The IT Reorganization Steering Committee is chaired by Patti Cole-Tindall and is comprised of the following members:

- ❑ Executive Department HR Service Delivery Managers
- ❑ Executive Department Director Designees (Deputy Directors)
- ❑ CIO Designees:
  - Central Service Senior Management Team
  - Department Decentralized Service Management Team

Their role is to:

- ❑ Provide leadership for the IT Reorganization organization and technology initiatives within the Executive Branch
- ❑ Work collaboratively with IT Reorganization program team to implement organization and technology changes
- ❑ Remove roadblock within Executive Branch
- ❑ Review and provide feedback on deliverables, plans and resources
- ❑ Provide advice and direction on issues
- ❑ Communicate with staff on program status, direction, upcoming changes, deliverables
- ❑ Meet bi-weekly or as needed

Decision making process:

- ❑ Steering Committee will make recommendations to the CIO for decision

Escalation process:

- ❑ Issues and roadblocks that cannot be resolved by the Steering Committee will be escalated to the CIO for assistance and direction

The Steering Committee has one subgroup focused on working issues specific to the technology initiatives of the IT Reorganization Program.  The Technology subgroup meets weekly and as needed, is chaired by the IT Reorganization Program Manager, and is comprised of the following members:

- ❑ CIO Designees:
  - Central Service Senior Management Team
  - Department Decentralized Service Management Team
- ❑ Steering Committee Chair

### Executive Sponsor Charter

The IT Reorganization Executive Sponsors are:

- ❑ Cheryl Whitney, Assistant County Executive
- ❑ Jim Buck, County Administrative Officer
- ❑ David Martinez, Chief Information Officer

Their role is to:

- ❑ Sponsor IT Reorganization within the Executive Branch
- ❑ Provide guidance, direction, and oversight
- ❑ Address escalated issues
- ❑ Meet quarterly or as needed

Others who may attend Executive Sponsor meetings include:

- ❑ Executive Branch IT HR Service Delivery Manager
- ❑ IT Reorganization Program Manager
- ❑ Executive Branch IT Enterprise Services Director